

<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>23<sup>rd</sup> June 2014</b>
<b>Subject:</b>	<b>Amey (Streetcare Partner) Performance Monitoring</b>		
<b>Report Of:</b>	<b>Head of Neighbourhood Services</b>		
<b>Wards Affected:</b>	<b>All Wards</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
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<b>Appendices:</b>	<b>1. Performance Indicators</b>		

## FOR GENERAL RELEASE/ EXEMPTIONS

### 1.0 Purpose of Report

- 1.1 At its meeting of the 6 January 2014, the Overview and Scrutiny Committee received a presentation from the Account Director for Amey Gloucester. The Committee requested further information on how the performance of the Streetcare Partnership was monitored and this report sets out the relevant details.

### 2.0 Recommendations

- 2.1 Overview & Scrutiny Committee is asked to **NOTE** the contents of the report and any further issues be passed to the Streetcare Strategic Partnership meeting for consideration.

### 3.0 Background and Key Issues

- 3.1 The Streetcare Contract was originally awarded to Accord in 2007 who were subsequently taken over by Enterprise Plc later that year. Enterprise Plc took on the existing contract, although it was agreed at that time that the relevant performance measures and potential penalties would be adopted once the contract had settled down and a number of significant service changes had been implemented.
- 3.2 In 2013, Enterprise were acquired by Amey, who now operate the contract in the City.
- 3.3 A number of Performance Indicators have now been identified and these are reviewed on a monthly basis, at officer level, and on a quarterly basis, at Member level. Details of the Performance Indicators are attached at Appendix 1.
- ### 3.4 Work Schedules
- 3.5 For each of the main service areas, Amey produce a work schedule and these will be signed off by the relevant staff when the work is complete. For example, the

Waste and Recycling teams will have a set number of properties / collections to be made on each day and they will produce an exception report to identify where a bin was not put out for collection (as opposed to reporting that every bin was collected). Similarly, the Street Cleansing and Grounds Maintenance crews will have work sheets setting out the work they are due to complete on each day and these will be completed and recorded by Amey.

- 3.6 All Service Requests, Complaints or Comments are received via the Council's Contact Centre by either telephone, email, website (Social Media) or personal visit to the Council Offices. They are recorded on the "Focus" system and either sent to Amey to deal with or to Neighbourhood Services if the issue queries the relevant policy.
- 3.7 All matters that require further action by Amey will be sent to them for completion and they use their own systems to produce a "job sheet". When that job is completed and recorded on that system, they will send a notification to us that the job is complete and this will be recorded on Focus. This then enables us to produce the Performance Reports showing the number and percentage of jobs completed each month.
- 3.8 It should be noted, that not all issues passed on to Amey will relate to a complaint, a high number of work requests relate to an additional action, for example, the delivery a new bin / box or to remove fly-tipping or graffiti. For each of these there is an agreed timescale for the completion of the works.

### **3.9 Monitoring Performance**

- 3.10 As set out above, there are a number of different levels of monitoring performance.
- 3.11 At an operational level, the majority of issues are dealt with by Amey and are completed within the agreed timescale. There is regular (daily) dialogue between Amey Managers / Supervisors and officers from across Neighbourhood Services.
- 3.12 To ensure operational issues are more formally monitored, there are fortnightly "Operational Meetings" for each of the main Service areas – Waste and Recycling, and Street Cleansing / Grounds Maintenance. These meetings are used to discuss any particular issues that have arisen since the last meeting and to agree any specific works or focus for the next two weeks. At these meetings, they are able to review the planned schedule of work and agree any required changes depending on the situation at that time. For example, at an Operational Meeting last summer, it was agreed to suspend grass cutting for a number of weeks as the conditions remained dry and warm and so grass growth was slow. A number of other tasks were then identified and the crews were requested to complete these instead of the originally planned grass cutting activities. The meetings will not, as a norm, review the sign-off sheets for any specific works completed as it is for Amey to provide the assurance that work is being carried out in line with the agreed plans. However, as the service is developed, we will be working with Amey to review the information being gathered so as to provide more qualitative information rather than quantitative.
- 3.13 Above the Operational Meetings, there are monthly Partnership meetings that review the contract performance and consider any policy changes that have been

raised at the Operational meetings. As well as the Performance Report attached at Appendix 1, Amey produce a report that sets out in more detail the different levels of recyclates that have been collected. In addition, on a quarterly basis, the Partnership meeting will receive a financial update that sets out the current spend against the contract budget, and any additional / ad-hoc expenditure for works / materials that are not contained within the contract.

- 3.14 As part of the monitoring of performance, the Partnership meeting will identify areas that require immediate action. For example, the current report identified under performance of the delivery of new bins and boxes. This was caused, in the main, by the bad weather and a considerable number of boxes being blown away or damaged. Across the Country, there was a very high demand for bins and so suppliers were unable to keep up with demand. Amey were therefore requested to produce an action plan to improve their performance in that area, which included bringing in additional resources, at no additional cost to the contract, to clear the backlog of deliveries. They now have a full stock of bins and boxes and so performance in this area will return to normal.
- 3.15 In addition to monitoring ongoing performance, the Partnership meeting will receive and approve the Annual Service Plan. This is produced by Amey and sets out what they will deliver for the coming year and so allows for discussion and agreement on the priorities.
- 3.16 When the Streetcare Partnership contract first commenced, there was a requirement to set up a Streetcare Board, consisting of Members and other representatives, to monitor performance. However, it was later decided to dissolve the Board and that the Cabinet for Member for Environment would continue to meet with Amey Management on a quarterly basis. At that time, the Cabinet Member invited a Member Representative from each of the Opposition Groups to attend these meetings and the “Streetcare Strategic Partnership” was established.
- 3.17 The Terms of Reference of the Streetcare Strategic Partnership are –
- To act as Champions for the Streetcare Partnership
  - To give Strategic Direction
  - To ensure effective Service Planning
  - To ensure good performance; and
  - To act as a forum for consultation
- 3.18 Meetings take place on a quarterly basis (July, October, January and March). As well as reviewing current year performance, the agenda includes a financial report and a review of the Service Plan.

### **3.19 Staff Realignment**

- 3.20 The recent review of staffing within Neighbourhood Services has now changed the focus to more specific service based responsibilities. Whilst the previous “Neighbourhood Co-ordinator” roles provided an excellent first point of contact for a wide range of issues across the Ward / Area, it was also difficult to ensure that the same level of service was being delivered across the whole City. The new structure will still require each of the four Neighbourhood Managers to be able to deal with a

wide range of issues across the City, but will each have a specific service responsibility. These are –

- Neighbourhood Manager (Parks and Open Spaces) – Dave Pritchett
- Neighbourhood Manager (Street Scene) – Sally Middleton
- Neighbourhood Manager (City Centre) – Ismael Rhyman
- Neighbourhood Manager (Diverse Communities) – Emily Jones (starts in late June)

- 3.21 In addition, the Environmental Projects Team will focus on Waste and Recycling, whilst Trees and Hedges will be the responsibility of the Countryside team. A detailed structure chart with contact details and responsibilities will be provided to Members.
- 3.22 The realignment of resources has also created a new post that will provide technical contract support. This post will provide a link between Neighbourhood Services and Business Improvement, and will be responsible for ensuring that all of the agreed performance information is gathered and reviewed by the appropriate people as set out above.
- 3.23 The change of focus is already identifying service improvements in all areas. The City Centre Lead Officer has reviewed the street cleansing arrangements in the City Centre, whilst the Parks and Open Spaces Lead Officer is working with the Grounds Supervisor to ensure that the grass cutting and strimming is better aligned as well as looking at the timing of litter picking and street sweeping so as to better coincide with grass cutting in each area. They have also produced a grass cutting schedule that is on the Council's Website and are looking at ways of managing areas of verge where bulbs are planted which means that the grass cutting starts later. Both areas are promoting the need for "right first time".
- 3.24 All officers are reviewing and updating the Method Statements for each Service Area. The Method Statements formed part of the original contract and set out in more detail how each service will be delivered, including information such as the street cleaning schedules / frequency and grass cutting programme. Linked to the revised Method Statements will be revised Output Specifications that provide the basis for more detailed contract monitoring.

#### **4.0 Alternative Options Considered**

- 4.1 The report was requested by the Overview and Scrutiny Committee and so there were no alternative options considered.

#### **5.0 Reasons for Recommendations**

- 5.1 The report is for information only. If the Committee wishes to make any further recommendations, these will be considered by the Streetcare Strategic Partnership.

#### **6.0 Future Work and Conclusions**

- 6.1 Delivery of the Amey Streetcare Partnership is a key priority for the Council and for residents of the City. The recent change of focus for the Neighbourhood Services team will mean that we can continue to work in partnership with Amey to ensure that we make best use of the resources available. The current performance report

shows that in the main service areas, the level of service remains very high, despite the need to find ongoing budget savings.

- 6.2 The structures are in place to monitor performance and to take any necessary action where needed.

## **7.0 Financial Implications**

- 7.1 Not applicable to this report.

(Financial Services have been consulted in the preparation this report.)

## **8.0 Legal Implications**

- 8.1 Not applicable to this report.

(Legal Services have been consulted in the preparation this report.)

## **9.0 Risk & Opportunity Management Implications**

- 9.1 Not applicable to this report.

## **10.0 People Impact Assessment (PIA):**

- 10.1 The report is for information only and so does not require a PIA to be carried out.

## **11.0 Other Corporate Implications**

### Community Safety

- 11.1 Not applicable

### Sustainability

- 11.2 Not applicable

### Staffing & Trade Union

- 11.3 Not applicable

**Background Documents:** None